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THE LITHOGRAPHERS' INTERNATIONAL PROTECTIVE AND BENEFICIAL ASSOCIATION OF THE UNITED STATES AND CANADA

Lithography is defined as "putting designs or writing, with a greasy material on stone, and producing printed impressions therefrom." In other words, a drawing is made on a polished stone surface with an oily crayon or ink which adheres so firmly that only mechanical means can remove it. When water is poured on, it is absorbed in the remaining parts of the stone, but repelled by the crayon marks. By employing nitric acid to eat down the parts not drawn, the etcher leaves the lines of the drawing in relief. The relief varies from one fiftieth to one twenty-fifth of an inch, depending on the surface and the weight of the paper used for the impressions. Before a job of lithographing is completed, it passes through at least ten departments: namely, engraving, transfer, etching, press, type, cutting, numbering, perforating, bindery, and shipping. The long process naturally makes the cost of production high, and in consequence lithography does not compete successfully with printing for cheap small orders. But the result is an artistic product representing the skill of several workmen, and as such has never been equaled by any other process of corresponding cost.

The process was worked out in the first quarter of the nineteenth century and has undergone little change. Improvements have been made, chiefly in the way of better grades of stone, perfection of the press, labor-saving devices for cutting, etching, numbering, and binding. Except for these several improvements, the principle which Alois Senefelder applied in 1796 holds today. The most revolutionary improvement is the experimental off-set press which, it is claimed, will do in two hours the work of one day with the stone flat-bed press. The comparatively young industry has a bright future in this age of invention; there are many advantages to be attained by improved methods—a simpler and less skilled process, great duplication, abandonment of the custom of saving each engraving for future reference. Some persons even prophesy that the future has in store successful com-

petition with printing in matters of price on small, short-notice orders.

The fact that lithography is a work of skill has had a tendency to regulate the demand and supply of labor in the two branches of the industry, color and commercial lithography. To learn the trade takes time and to learn the "tricks of the trade" means a life-work in any one of the departments. Accordingly the knowledge of engraving, transferring, etching, etc., has become a heritage, handed down from father to son. For a novice to attain success in a department takes many years; a boy must serve four years as an apprentice before he can be legally recognized as a journeyman to receive the union scale of wages, and then he serves many years before he becomes a skilled mechanic. There are many beginners who, owing to their lack of ability, are forced to abandon their career; and especially in the etching department the workman must be gifted with talent in engraving. Thus the requirement of skill has limited the supply of labor. The product of the industry is used not only as a luxury and for advertising purposes, but is also used as a commercial necessity, because no other process can make a product which is so safe and non-erasable for bank supplies and all other documents which require protection. The commercial demands are increasing so rapidly that the labor problem can only be solved by the introduction of a quicker process or by the successful operation of new machinery.

If the supply of labor is naturally so limited, why should the laborers be organized? The number of workers in the industry throughout the whole country is only eighteen hundred, with thirteen hundred centralized in New York and Chicago. The answer is to be found partly in the historical reasons which brought about the Lithographers' International Protective and Beneficial Association, as put into print by President John Gehring: "Organized February 19, 1887, we can safely claim that the organization was a result of ruinous competition at that time amongst the employers, and every encouragement was given by the just and fair-minded employer to unite and correct the existing evils. It was seen at the beginning of things that if the conditions did not change we would go from bad to worse; some shops worked fifty-

nine hours while others only worked fifty-three; no uniformity existed as to the wages paid, overtime, regulation of apprentices; and many many other evils that crept in and placed the just employer at a disadvantage with the unjust.”¹ It is to be noted how the unionists always point to the benefits derived by the employers from the union’s action. “The necessity of organization in every city was recognized, and after some years of faithful work success was brought about. A uniform system was established with every question involved so that the employers in different cities had no fear that their competitors had any undue advantage over them. A fraternal feeling is encouraged whereby such who seek employment at home or in distant fields shall be received not as a stranger but as a brother member and every assistance is given him to succeed in his work.”¹

Thus from the start the organization was a business proposition. Nothing but the strictest business interpretation can be applied to the Lithographers’ International Protective and Beneficial Association. President Gehring, in an interview with the writer, emphasized the point that the union was merely a matter “of bread and butter.” To quote him: “The employer is constantly called upon to give the same quality of product for a lower price. Consequently he must press the reduction in price out of wages, making the laborer suffer the loss. Correspondingly, the employee has the constant demand of better living with higher prices for his home consumption, and consequently the demands of the laborer are opposite to those of the employer. If labor were not organized the employer could and would subject the employee to less favorable terms and that action would reflect back on the living and success of both groups.”

This brief glance at the industry and its labor problems serves to introduce a survey of the organization and workings of the Lithographers’ International Protective and Beneficial Association of the United States and Canada.

Amid the ruinous conditions of the latter part of the last century, the lithographers (including multi-color transferrers, transferrers, engravers, who afterward drew out of the organization, steam-press printers, provers, handpress printers, aluminum, zinc, and

¹ Official publication for 1910.

multi-color printers of the lithographic processes) organized internationally with only four objects in view: (1) to govern and regulate the trade; (2) to improve the mental and moral condition of the members; (3) to advance the interests of lithography by encouraging improvements through discovery and publication of advanced and improved methods of work to the members; (4) to conduct their organization and its affairs so that only members shall know the proceedings, thus depriving non-members of the knowledge of vacancies in the trade, or the opportunities connected therewith, and of the privileges and benefits enjoyed by the members. The last object of exclusion and secrecy induces non-members to join the organization.²

Before long, in 1894, the first union was reorganized to include a system of financial benefits for the members and at the same time the name of the association was enlarged to include the new makeshifts in the organization. The constitution of the General Association gives the additions to the former list of objects: (a) "to be a bureau for the practical distribution of situations and help to its members, (b) to afford material aid to its members and their dependents by establishing a fund for the relief of the sick, (c) to establish a mortuary fund from which, on the satisfactory evidence of the death of a member who has complied with all the lawful requirements, a sum not exceeding \$500 shall be paid to the wife, children, relatives of persons or persons as limited by Article 9, whom he shall have described on his Benefit Certificate."

By the first of these revisions—providing for an employment bureau—the president of a local, which is known as one of the subordinate associations, is given the power to distribute positions to members wherever and whenever a vacancy is reported to him. The second revision—providing for sick benefits—is not a general regulation, but is used by the subordinate associations at their own discretion. A majority of members in a subordinate association may create or abolish a sick-benefit fund. The last revision—establishing the mortuary fund—is put into effect by the president of the local and will be described in another section of the paper.

Under the present form of organization, the union is composed

² By-laws of Lithographers' International Association in 1887.

of a national unit, known as the General Association and twenty-seven subordinate associations. There is no intermediate federation of the different locals, because the number of workers in the trade is small enough to be governed without the complexity of intricate subgroups. The General Association is made up of representatives of the subordinate associations in the following way: each local is entitled to one representative for the first fifty members and one additional representative for every fifty members thereafter. The twenty-seven subordinate associations include in their territory the shops in the city where the local is placed, and also all the shops in the towns and cities in the immediate vicinity. A list of the locals and their territory will show how wide is the range of geographical distribution:

Subordinate Association 1.—*New York*, membership 1,100

Greater New York	Hoboken, N.J.
Albany, N.Y.	Newark, N.J.
Long Island, N.Y.	New Brunswick, N.J.
New Haven, Conn.	Patterson, N.J.
Forest Hill, N.J.	

Subordinate Association 2.—*Buffalo, N.Y.*

Erie, Pa.

Subordinate Association 3.—*Boston, Mass.*

Boston, and vicinity	St. Johns, N.B.
Portland, Me.	Halifax, N.S.
Bangor, Me.	

Subordinate Association 4.—*Chicago, Ill.*, membership 200

Peoria, Ill.	Logansport, Ind.
Bloomington, Ill.	Davenport, Ia.
Niles, Mich.	

Subordinate Association 5.—*St. Louis, Mo.*

Kansas City, Mo.	Little Rock, Ark.
St. Joseph, Mo.	Memphis, Tenn.
Topeka, Kan.	Sioux City, Ia.
Wichita, Kan.	Des Moines, Ia.
McPherson, Kan.	San Antonio, Tex.
Omaha, Neb.	Galveston, Tex.
Lincoln, Neb.	Dallas, Tex.
New Orleans, La.	

Subordinate Association 6.—*Cleveland, Ohio*

Subordinate Association 7.—*Milwaukee, Wis.*

Subordinate Association 8.—*Cincinnati, Ohio*

Dayton, Ohio	Newport, Ky.
Hamilton, Ohio	

- Subordinate Association 9.—*Detroit, Mich.*
 Grand Rapids, Mich. Toledo, Ohio
- Subordinate Association 10.—*St. Paul, Minn.*
 Minneapolis, Minn. Winnipeg, Man.
 Duluth, Minn.
- Subordinate Association 11.—*Rochester, N.Y.*
 Utica, N.Y. Binghamton, N.Y.
 Syracuse, N.Y. Elmira, N.Y.
 Oswego, N.Y. Watertown, N.Y.
 Hornellsville, N.Y.
- Subordinate Association 12.—*Toronto, Can.*
 Hamilton, Can. London, Can.
 Ottawa, Can. Quebec, Can.
 Montreal, Can.
- Subordinate Association 13.—*Washington, D.C.*
 Richmond, Va. Charleston, S.C.
- Subordinate Association 14.—*Philadelphia, Pa.*
 Harrisburg, Pa. Burlington, N.J.
 Lancaster, Pa. Trenton, N.J.
 Williamsport, Pa. Beverly, N.J.
 Wilkes-Barre, Pa. Wilmington, Del.
 Scranton, Pa. Camden, N.J.
 Chester, Pa. White Haven, Pa.
- Subordinate Association 15.—*Denver, Colo.*
 Salt Lake City, Utah Pueblo, Colo.
- Subordinate Association 16.—*Louisville, Ky.*
 Birmingham, Ala. Augusta, Ga.
 Nashville, Tenn. Atlanta, Ga.
 Savannah, Ga.
- Subordinate Association 17.—*San Francisco, Cal.*
 All territory west of Salt Lake City.
- Subordinate Association 18.—*Baltimore, Md.*
 Frederick, Md. Hagerstown, Md.
 Bel Air, Md. Towson, Md.
 Havre de Grace, Md. Cantonsville, Md.
 Oakland, Md. Chestertown, Md.
 Annapolis, Md. Cumberland, Md.
- Subordinate Association 19.—*Coshocton, Ohio*
 Columbus, Ohio
- Subordinate Association 20.—*Akron, Ohio*
 Massillon, Ohio
- Subordinate Association 21.—*Springfield, Mass.*
 Hartford, Conn. Holyoke, Mass.
- Subordinate Association 22.—(Extinct)
- Subordinate Association 23.—*Indianapolis, Ind.*

Subordinate Association 24.—*Pittsburgh, Pa.*
Wheeling, W.Va.

Subordinate Association 25.—*Kansas City, Mo.*

Subordinate Association 26.—*Providence, R.I.*
Pawtucket, R.I.

Subordinate Association 27.—*Montreal, Can.*

Subordinate Association 28.—(Extinct)

Subordinate Association 29.—*Richmond, Va.*

The General Association, which is the national unit of the union, is organized and conducted essentially like any other union, though it is not so complicated as many of the larger unions. There are two paid officers—the president and the secretary-treasurer—who devote all of their time to the interests of the union. At the present time these men are: *President*, Frank Gehring, of New York City, and *Secretary-Treasurer*, John Treanor, of New York City. Besides these officers, there are five vice-presidents, elected from different parts of the country, who have jurisdiction over their territory. They act in the capacity of the president in case of need, but each serves a better purpose as investigator of trouble which arises in his territory, and keeps the president informed as to the circumstances and their development. The work of the vice-presidents in strikes will be discussed later. The vice-presidents with their jurisdictions are as follows: *First Vice-President*, H. J. Felton, of Chicago, whose territory covers Chicago, Milwaukee, St. Paul, and Cincinnati; *Second Vice-President*, Samuel C. Long, of Washington, D.C., whose territory covers Buffalo, Cleveland, Detroit, Toronto, Coshocton, and Akron; *Third Vice-President*, Daniel Brickley, of Boston, Mass., whose territory covers St. Louis, Denver, Louisville, San Francisco, and Indianapolis; *Fourth Vice-President*, Thomas Woodring, of Pittsburgh, Pa., whose territory covers Boston, Springfield, Providence, and Montreal; *Fifth Vice-President*, William Smith of Baltimore, Md., whose territory covers New York City, Rochester, Washington, Philadelphia, Baltimore, and Pittsburgh.

The president performs such duties as are usually assigned to a presiding officer, and acts as the sponsor for the union to the world at large. He decides all questions of law, subject to appeal to the General Executive Board, composed of all the officers. He fills

vacancies, determines the quarterly password, and does all that falls within his realm, making on the first of April a report of his work for the year to be sent to the several locals. His salary is \$1,560 annually, and all necessary expenses, such as traveling and hotel bills. The writer recently had the privilege of meeting the present president, Mr. Gehring. The highest official gave the impression of being a conservative man, well versed in his duties; he knows his own trade well and has analyzed the labor situation to his thorough conviction that the lithographers' organization has come about naturally and is at the present time a great help to the employers. With his own opinions on the subject, which has become his life-work, he aims to serve his fellow-men in the best possible way and at the same time be a help to the employers. The writer was strongly impressed with the comfortable home which Mr. Gehring has made for himself, showing that he appreciates good home life and the value of such a place for his children to be reared in. These conditions are reflected in the union shops, for the workers are all over twenty-one years of age and in good health. The President sees to it that the employees enjoy conditions that their comfortable means will afford.

The other paid officer is the secretary-treasurer—John Treanor, of New York City. His salary is the same as that of the president—\$1,560. As scribe, he keeps very complete lists, of interest to the organization, as follows: (1) a list of members in the subordinate associations, including the standing, the branch of work, the age, and the location of each member; (2) a list of expelled and rejected members with the cause of expulsion and rejection; (3) a list of all workers not members and their location; (4) a list of the shops, the members employed, and the hours; (5) a compilation of statistics, showing the trade conditions in each city every three months. At the meetings he keeps the minutes in the usual form. As treasurer of the national unit, he is required to give a three-thousand dollar bond, which is held by the president. He keeps full account of all the moneys collected by the different locals and paid out from the General Association. This account is audited by an expert accountant. The moneys of the mortuary fund are kept separate from the other funds and are recorded in a separate set of books.

The General Executive Board has the full power during the interval between the annual meetings over the affairs of the organization and the members, and uses every effort to advance the interests of the national unit. It decides questions of difference between the general and the subordinate associations, and questions of appeal from the decisions of the president. Its decisions stand until the meeting following, when they are presented in writing; those that are approved by the assembly are published as an appendix to the constitution. The board has the power to call for the books of either the president or the secretary-treasurer at any time. The biennial meeting of the General Association is held on the second Monday in July at a place designated by the previous convention or by a referendum vote from the locals.

A subordinate association is composed of not less than fifteen members. The qualifications for membership are as follows: (1) the candidate must be twenty-one years of age and must have fulfilled the apprenticeship requirements in the different branches; (2) he must receive at least the minimum rate of wages as regulated by the local in which he seeks membership; (3) he must be proposed, by a member in good standing, upon the blank form issued by the General Association, accompanied by the regular fee. The application for membership goes through the hands of the membership committee, and if recommended by that committee is finally brought to the meeting of the local for secret ballot. Five black balls are required for rejection; those who vote the negative are requested to give their written reasons to the president of the local within ten days. If the Executive Board of the local deem the reason insufficient, they may call for another election at which a two-thirds vote will elect the candidate. Thus the policy with regard to membership is sufficiently broad to include all who wish to enter the bonds of organization. The initiation fee varies with the age of the candidate as follows:

Between 21 years and 30	\$10.00
Between 30 years and 40	15.00
Between 40 years and 45	20.00
Between 45 years and 50	25.00
Outside of the jurisdiction of L. I. P. & B. A. . .	50.00

The president of each subordinate association, outside of the regular duties prescribed by the constitution, acts as an employment manager, and in this capacity is able to do both good and evil. It is only natural that he exercise his power for the benefit of the organization and use every opportunity to further its interests; nevertheless he has the power, if he be so inclined, to practice favoritism and discrimination in his dealings with his fellow-workmen because, as employment manager, he has a list of all vacancies and knows of them before anyone else.

The other officers of the subordinate association are as follows, and perform the duties customary in the respective positions: vice-president, recording secretary, financial secretary, treasurer, inspector, statistician, inside sentinel, and outside sentinel. An executive board, consisting of the president, the vice-president and three other members elected annually by the subordinate association practically governs the smaller unit. To it are referred all local questions of importance and its decisions are very rarely overruled but rather generally accepted and approved.

The members are held in discipline by an automatic system of suspension and expulsion from the union. "Any member failing to pay his dues and assessments for three months shall be expelled—members in arrears through sickness or out of employment may have their dues and assessments remitted at the discretion of the Executive Board." Every member is entitled to a fair trial for any offense involving reprimand, fine, or expulsion (excepting for non-payment of dues, refusing to cease work when so ordered by the subordinate association, or taking strikers' or locked-out members' positions). The method of procedure is as follows: the charge against any member must be lodged with the president by a member "in good standing" (meaning financially). The president confers with the Executive Board; if the charge is deemed weighty, it is brought before the next meeting of the local. The charge is referred to a committee of five, appointed by the president; and without delay they try the case with the parties present. They report back to the local which accepts or rejects their decision. If the decision is against the member, he is notified and given thirty days in which to appeal the case to the general president.

An expelled member may seek readmission if he does so within sixty days of the expulsion; he is then proposed at the next meeting of the local and upon a two-thirds vote may be admitted, provided he has paid all indebtedness due the subordinate association; but if he waits until after sixty days from expulsion, his case must first be investigated and then a two-thirds vote is required for readmission. While his application is pending, he is allowed to work with other members of the local. When a member has been expelled for having caused a strike—regarded as one of the most contemptible offenses against the union—he must pay a readmission fee of not more than \$250. If, after his case has been heard, reprimand is the only penalty, the candidate will receive the admonition from the president at the next regular meeting.

No fines are imposed upon the individual members. Nevertheless, an evasion of the word “fine” is apparent in the “initiation fee” placed upon an expelled member. The initiation fee, which is imposed by the subordinate association, is usually placed upon members who are expelled for violation of the strike laws, such as refusing to obey a strike order or taking a locked-out member’s place. Since there is no maximum limit to the amount imposed the subordinate association often makes the fee so high that it becomes prohibitive for readmission. Although the individual members are not fined, the General Association has the constitutional right to fine a subordinate association for negligence in forwarding assessments which the General Executive Board has imposed.

The mortuary fund, which is a distinctive feature of the lithographers’ organization, is managed by the officers of the General Association at whose headquarters all of the money is held for payments to the relatives of the deceased members. The money is collected in the locals and forwarded to the general secretary-treasurer. A candidate for membership, prior to the initiation, pays the financial secretary three dollars for the fund’s initiation fee, fifty cents for one advance payment of assessment, and twenty-five cents for the Benefit Certificate. The Benefit Certificate states the date of initiation or reinstatement from which the

benefits begin, the person or persons to whom the payment is to be made, and other matters which may pertain to the candidate's welfare. The fund is maintained by fifty-cent assessments which are levied by the general secretary-treasurer whenever the fund falls below one thousand dollars. All assessments are collected in advance so that when the general secretary-treasurer calls for an assessment, the money for that time is in the treasury of the local; at the same time another assessment is levied upon the members to be held by the subordinate treasury until the next call from the general officers. Failure to forward the assessment within thirty days from date of call imposes a ten-dollar fine upon the subordinate association, to be added to the fund. Although the fund is held apart from the regular accounts of the association it is under the control of the association and is governed by its ruling.

On the death of a member "in good standing" the president of the local of which the deceased was a member, appoints a committee to ascertain the cause of the death and the circumstances attending the same. The report is attested by the two secretaries and the president, and sent to the president of the General Association, who examines the report. The notice includes the member's name and age, his roll number in the subordinate association, the number of his Benefit Certificate, his standing in the association, and the date and cause of death. Further proof of the death may be required, if necessary, by the general president or the general secretary-treasurer. After both officers are satisfied with the report, the general president orders the general secretary-treasurer to pay from the fund the sum of five hundred dollars to the party designated on the certificate.

Before the Buffalo convention, February 10, 1906, the members were divided into seven classes in order to regulate the apportionment of the mortuary fund and to penalize delinquent members. Formerly, the relatives of deceased members did not receive five hundred dollars unless the member had been in Class A, but were apportioned funds according to the member's class. The classification was as follows:

Class A—	Those in good standing	6 months	immediately preceding death			
Class B—	“ “ “	5 months	“ “ “			
Class C—	“ “ “	4 months	“ “ “			
Class D—	“ “ “	3 months	“ “ “			
Class E—	“ “ “	2 months	“ “ “			
Class F—	“ “ “	1 month	“ “ “			
Class G—	“ “ “	less 30 days	“ “ “			

The fund was apportioned as follows:

Class A	\$500.00
Class B	300.00
Class C	250.00
Class D	200.00
Class E	150.00
Class F	100.00
Class G	50.00

This classification was also used for penalizing those delinquent in their payments. A forty-day limit was placed on the payments and all who had not paid by that time were retrograded to lower classes; for instance, Class A delinquents dropped to Class B. Another gradation was made for the sixty-day delinquents; for instance, the Class A delinquents dropped to Class E. The lower classes in both of these systems were automatically dropped from the roll. All retrograded members were returned to their original classes at the end of thirty days from the time they were lowered, provided they paid assessments within an allotted time. Those dropped from the roll were considered as expelled and sought readmission as previously described.

The general and subordinate associations have been very fortunate in regard to the number of strikes and lockouts they have met with. There have been only two international strikes the more recent of which was in the winter of 1906-7. The locals have engaged in local strikes concerning the conditions of collective bargaining and the attitude that some employers have taken toward new rules of the local body. The most glaring example was in the New York City local in 1904, when the scale of wages of the transferrers was raised from twenty-four to twenty-five dollars. Because the American Lithographing Company refused to grant the increase the New York local went out until, after a lockout of three months' duration, a settlement was agreed to

with concessions on both sides. In spite of these local differences, it is interesting to note how smoothly the demands of the employees and employers run together, thus avoiding the strikes or lockouts which are so frequent in other organized industries. This point is emphasized by President Gehring: "While we have had differences with the employer it is but fair to state that the lithographic employers in general are as fair, if not more so, than can be found in any other industry, and our differences have been far less than in many industries for the same length of time. The best judgment has not always been shown on both sides, but experience and time have added to the wisdom of both sides."³

To bring about a strike requires the work of different men, committees, the whole body, all necessitating time and much deliberation. There exist in the subordinate constitution a so-called shop committee, and a trade committee, both of which are intended to help in the advancement of the local's cause. In reality these two bodies do not anywhere exist, with the possible exception of New York City, where they exist partially. By the constitution: "Should a question of wages or other grievance arise in an establishment, the party or parties aggrieved shall state the same to the delegate of the Trade Committee or the chairman of the Shop Committee, who shall report it immediately in person to the president of the subordinate association." The custom has grown up of having the aggrieved come directly to the president and in natural consequence the trade and shop committees have become dormant. The president confers with the Executive Board and if the members deem that the grievance merits consideration, they call a meeting of the shop or shops to consider the grievance. The aggrieved can appeal to the subordinate association over the adverse report of the Executive Board. At the shop meeting an individual statement is made of the grievance and if the board considers the grievance to be worthy of consideration, the president of the subordinate association calls a meeting of the local. The special meeting of the subordinate association hears the report of the Executive Board, and if the report is in favor of demand or resistance, a two-thirds' vote by written secret ballot is necessary for its adoption.

³ Official publication for 1910.

When once the grievance is sustained by the subordinate association, the president appoints a committee of employees of the shops involved, which acts in conjunction with the Executive Board to bring about a satisfactory agreement with the employers. If they do not come to an agreement, the recording secretary sends to the general vice-president, in whose territory the grievance exists, a detailed account of the grievance, the action so far taken, and the trade conditions in the shops involved. The general vice-president confers with the president of the General Association, who in turn confers with the General Executive Board. If the higher officials favor the action of the subordinate association, the local is notified and the local or the shops may call a strike. No subordinate association can call a strike without the approval of the General Association. The Executive Board of the local has full charge of the strike. The General Association may levy an assessment for the strike fund. Payments from this fund are made in the following manner: after six days out, the single man receives \$1.00 per day; married men, or single men with dependents, \$1.50 per day (Sundays and holidays excluded). This amount is paid for a period of not over six months. If a member sacrifices his position in the interests of the organization, he receives his full salary until he gets a permanent position. If he holds a position for six weeks, he is considered as permanently employed.

As a means of preventing strikes and lockouts, and also as security for the stability of the trade, the General Association may enter into national agreements or contracts after the same have been passed upon by a two-thirds vote of the several subordinate associations. The subordinate associations in turn may enter into local agreements with independent firms (providing the members are not deprived of any benefits or privileges) after the same have been approved by a majority of the General Executive Board. Individuals cannot enter into agreements that interfere with their obligation to the organization; and whenever a member enters any agreement he must submit the same to the Executive Board of the subordinate association.

An international minimum wage rate is established at twenty dollars per week. The subordinate associations may establish

wage rates to suit the localities, provided they do not go below twenty dollars per week; the rate must be approved by the General Executive Board before it becomes a law. The wage rate may be changed by a two-thirds vote of the members of the local. Three years ago the Chicago local established its own minimum rate as follows: Transferrers, \$20.00, Pressmen, \$20.00, and Provers \$25.00. The scale is maintained in all of the establishments of the local and the employees are entirely satisfied with the agreements. The industry does not permit speeding up or "sweat shop" conditions of any kind; the product is a work of skill and time and must be neat; so that there is little opportunity for underhanded play on the part of either the employers or the employees. Therefore, the demand for higher wages arises from the higher cost of living to the workers and the desire for betterment in general of the laboring group.

Not until lately have the workers been hampered by improvements in the industry which have materially displaced labor. But the recent introduction of the off-set press which is claimed to do a day's work in two hours has set the association to wondering what the effect will be on the number of workers employed. Nothing has been done by the union as yet in regard to the matter, according to President Gehring, for the machine is only in the experimental stage now and has not proven its ability to last. But the president is of the opinion that the workers displaced by machines will return to the press in due time because the product will become cheaper and consequently will be sold in larger quantities. This opinion again shows the faith that the employees have in the employers to give "a square deal."

Team work is strictly forbidden in the shop and anyone found working team or task work is investigated by the subordinate Executive Board, which acts for the best interest of the organization. Team work is the employing of apprentices, or of boys and girls not regularly employed as apprentices, to do a part of one branch only, thus making the apprentice more efficient in one part of his branch than in the other parts. To avoid the practice an apprentice is not allowed to work with the same journeyman continually for the first six months of his apprenticeship. After that

time he may work with the same journeyman, provided an emergency arises which requires his steady work. Along the same line of demands provision is made for the illness of a pressman. Another pressman in the shop may work on two presses for the first three days of his illness, after which the president of the subordinate association provides a pressman from the outside who at the time is out of employment. Under no other circumstances is a pressman allowed to run more than one press; in reality this rule is violated by the shops under the orders of both the employer and the foreman of the press department.

The organization is neutral in its attitude toward any member's politics or religion. However, the body uses the politician to aid in the interests of the union by asking that he have his colored posters and other literature done at shops that use the union label. The label is highly regarded and every shop which employs union labor uses the insignia. Boycotting is never used to bring about a settlement of trouble, which again reflects upon the attitude of the workers toward the employers.

Throughout this paper the writer has attempted to show the organization and working of the Lithographers' International Protective and Beneficial Association by detailing the demands and policies of the union in all of its aspects. Since the union is built on purely business principles, the demands deal with the problems of standardization of the working group. On one occasion, as the organization grew strong within itself and confident of its power, its demands almost caused disruption. In the early part of the summer of 1906, the three thousand members decided by referendum vote to inaugurate the eight-hour work-day on September 1 of the same year. When the employers were notified, they reported through a board from the employer's association, that immediate acceptance of the demands was impossible, but that the matter would be submitted to arbitration. The representatives of the Lithographers' International Protective and Beneficial Association, not having the power to arbitrate, and knowing that the rank and file would not tolerate a delay, ended the conference in a fiasco, and the strike was called August 2, 1906. All of the establishments connected with the employers' asso-

ciation were affected as well as six different independent firms. Eighteen hundred men obeyed the strike order while the other thousand were left at work in independent establishments which had granted the demand. During the first month of the strike, it became apparent that some of the men, among whom were good and desirable mechanics, were dissatisfied with those in charge of the strike, and accepted good individual contracts from employers. The strike fund lasted until the latter part of September, 1906, after which time working members were assessed 25 per cent of their weekly wages. The assessment caused more dissatisfaction. The American Federation of Labor was appealed to in vain, and contributions to the fund came from separate labor bodies. By continually offering good individual contracts to the dissatisfied members, the employers gave employment, by the end of January, 1907, to fully one-third of the original eighteen hundred strikers. Two of the local organizations became extinct. The growing discontent compelled the members of the General Executive Board to call for a referendum vote on the question: "Shall the strike be discontinued?" The vote was affirmative and in the latter part of April, 1907, the strike was declared off. During the strike, the organization lost two thousand men.

At the next convention, new general officers were elected; and under their able, experienced, and conservative leadership the organization is steadily gaining in members. The eight-hour work-day demand was voluntarily granted to the men working in the establishments of the employers' association on the first of January, 1911. By the conservative policy begun after the strike of 1906 the Lithographers' International Protective and Beneficial Association of the United States and Canada will ultimately regain its former strength and position.

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